



BOSTON TOWN DEAL BOARD MEETING

FRIDAY 17 DECEMBER 2021 AT 1.30pm

VIA ZOOM

AGENDA

- 1 Welcome and Apologies for Absence
- 2 Declaration of Interest
- 3 To agree the Minutes of the Boston Town Deal Board Meeting held on 13 October 2021 and discuss any matters arising (including sub group meeting 11 November 2021 and meeting with the Section 151 Officer 25 November 2021) **(Enc)**
- 4 Resignation - Donna Watton
- 5 Communications Plan
- 6 Work Programme Update - Overview Gantt Chart **(Enc)**
- 7 Skills Audit
- 8 Financial Report including Allocation of 5% Funding **(Enc)**
- 9 Date of next meeting - Wednesday 23 February 1.00pm
- 10 Any Other Business



Minutes of the Boston Town Deal Board Meeting

Date: 13 October 2021

Present: **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Claire Foster (Vice-Chair) - Boston College, Councillor Paul Goodale - Boston Borough Council, Professor Val Braybrooks, MBE - University of Lincoln, Richard Tory - Boston Big Local, Matti Pajula - Metsa Wood, Simon Beardsley - Lincs Chamber of Commerce, Greg Pickup - Heritage Lincolnshire, Alison Fairman, BEM, Matthew Van Lier - Boston Witham Academies Federation, Ruth Carver - GLLEP, Sandra Dowson - One Public Estate and Rob Barclay

Observers: Stephanie Dickens - Matt Warman's Office, Mick Lazarus - BEIS, Halina Davies - LCC, Janet Bellamy - University of Lincoln and Mike Gildersleeves - Boston Borough Council

Town Deal Delivery Team: Michelle Sacks, Lydia Rusling, Clive Gibbon, Luisa Stanney and Sharon Warner
Ivan Annibal - Rose Regeneration

1 Welcome and Apologies for Absence

NK thanked CF and Boston College for hosting the meeting and providing the lunch and for the tour of EMAT and DTLA.

Apologies for absence were received from: Andy Lawrence, David Fannin, John Harness, Kingsley Taylor, Councillor Paul Skinner, Warren Peppard, Nick Worboys, Clive Fletcher, Donna Watton, Ruth Carver, Pete Holmes and Cllr Danny McNally.

2 Declarations of Interest

NK asked Board members to ensure their declarations of interest were up to date.

3 Minutes of the Boston Town Deal Board Meeting held on 9 September 2021

The minutes of the Board meeting held on 9 September were agreed as a true record - proposed by AF and seconded by CF.

4 Full Business Case for the Centre for Food and Fresh Produce Logistics

NK stated that a Sub-Group meeting had been held on 7 October but unfortunately attendance from Board members was limited and therefore it had not been appropriate for a recommendation to be made in relation to the project. VB and JB had given a presentation at that meeting, which would be made again to the Board to allow for the project to be assessed and allow members the opportunity to ask questions (*if any member would like a copy of the presentation please contact SW or LS*).

VB and JB gave a quick overview of the project and took the Board through their presentation. Following on from conversations it was noted that:-

- The project would benefit Boston and would build on the many global strengths and companies that were in the area. It would also help with the visitor economy by assisting small retailers and restaurants.
- Benefits to Boston's businesses would include; skills tailored to their needs, small equipment grants, help to improve marketing, improve systems and processes, scientific and technical advice, access to databases on business markets, legal checks and networking. It was not a short-term intervention.
- Partnership working between businesses, Boston College and local schools would build on the curriculum and provide the relevant skills for students. The key objective was to get young people tuned into what local businesses wanted and need. There was a real opportunity to fit all the pieces together to link skills, young people and businesses - both should grow together so there was not a skills shortage when building new technology.
- A good communications strategy would be required to engage customers. There would be a role for Town Board members to assist with networking, including international markets.
- DFE and DEFRA would be key players.
- The project was supported by the GLLEP and the focus for the next GLLEP conference on 2 November focused on the food valley. HD would send a link to Board members to attend.
- The core team for the project would be based at Boston College and deliver across specialist areas - scientists, technical specialists, agri-food, finance, business planning specialists, skills/workforce development specialists and administration and marketing.
- The Lincolnshire Chamber of Commerce were looking at international markets and working with their Chambers around the sale and supply of products.
- One objective of this project was to find businesses who would then be located in the proposed Mayflower building.
- The split of revenue/capital had been resolved for the project.

IA confirmed that Amion were completing the Benefits Cost Ratio and the evaluation form had already been completed. These documents would have to be signed off by the Council's 151 Officer and be ready for submission in December.

The Board voted in favour of the project - proposed by RB and seconded by MVL.

NK thanked VB and JB for their excellent and informative presentation.

5 Full Business Case for the Heritage Cluster

IA explained that the full business case for the Heritage Cluster had not gone through a Sub-Group meeting - as attendance was limited - therefore the decision was made to bring to a Board meeting for approval. The Board were happy to discuss the business case and agreed to the request to bring forward the project from December. The timing was helpful in terms of programme management which would allow the Board and team to concentrate on the more complex projects.

GP was already delivering on the townscape heritage scheme within the project and had a successful track record of working with the Council to bring back high street properties into a better state of repair. A minimum of 30 properties (up to 40) would receive support. The scheme had received match funding and accelerated funding. Upper floors in 10 properties would be converted into living quarters.

In relation to Shodfriars - which was a larger and complex scheme - it had to be clear from the outset what this element of funding could and could not support and how that played into the scheme. GP was recruiting a team of project managers/architects/surveyors so momentum would not be lost.

Following on from discussions it was noted that:-

- Positive discussions were taking place in relation to Shodfriars. However if the scheme was not successful, the Board could look at the Centenary or Black Sluice schemes for inclusion.
- Government expenditure could be unpredictable at times and was it was important to deliver on funding when continuing to move into difficult times.
- There was a synergy between this project and the Mayflower. CF was happy to involve students as work experience placements to work on the project. MVL confirmed that Haven High Academy students would also like to help.
- There should be alternative uses for shops such as artists' hubs/entrepreneurs that need assistance - rather than shops being left empty.
- Whilst it was positive that funding was being spent on shop fronts - there were health and safety issues around living above shops and in some instances it had been difficult to talk to absentee owners.
- LR confirmed that the Council had received Welcome Back Funding and officers were looking at how to utilise that and working with local artists to use empty shops and looking at other alternative uses.
- Although there was a Shopfront Design Guide, it could be beneficial for this to be reviewed.
- It was important to raise the civic pride in Boston with focus on the place, its heritage and buildings.

The Board agreed that it was appropriate to have an update on the Shodfriars scheme and how the project had evolved.

As the contracted outputs had not fundamentally changed, the Board agreed to approve the full businesses case for the Heritage Cluster. This was proposed by AF and seconded by CF.

MP left the meeting.

6 Work Programme Update

IA submitted the financial reprofile in September and the business case scheduling had been agreed. IA would send the financial reprofile to Board members. The Boston Railway Station project would be submitted in January which effectively left the Leisure and Mayflower projects. ML stated that the financial profile had not yet been signed off - this had to be in line with the spending review.

In relation to the Connected Living - the project had not received sufficient reassurances to proceed. Therefore it was suggested that the funding for the project (£250,000) be moved into the Leisure project. Whilst the Connected Living project could not move forward on the Town Deal platform, it was hoped that LHP/JB could work with another developer and be delivered elsewhere.

The early release of 5% of the funding had now been received which gave some flexibility to look at using some of this for feasibility studies and exceptional costs of any elements of the projects as they moved forward. IA thanked ML for his assistance.

Future Board meetings would have a regular report on the Monitoring and Evaluation Plan as the Board moves from a bidding Board to delivery.

The Board agreed that the Connected Living funding be moved to the Leisure Project. Proposed by PG and seconded by RB.

MVL left the meeting.

7 Project Status Report

The Leisure project was a key project to be considered alongside the Mayflower project. There had been internal discussions at the Council and the decision making process timetabled in for December, which would ensure the project was on track for a March submission.

CF and her team were working on the Mayflower project and there would be a short Board meeting to release 5% CDEL funds towards project costs.

The St Botolph and Blenkin Memorial Hall projects were on track.

Boston Railway Station - had a fully developed programme team working on the project and would receive some of the 5% early release funds for technical fees.

The Board noted the position.

8 Levelling Up Fund

Boston's bid was now with Ministers and a decision should be made around the same time as the Spending Review announcement.

9 City Status

The Board agreed to support the Council's application for City Status. NK would prepare a letter to that effect signed on behalf of the Board.

10 Any Other Business

Board Membership - Now the Board had moved from a bid group to delivery focused it was an opportune moment to look at membership of the Board. It was agreed that there would be a Sub-Group meeting consisting of the Chair and Vice-Chair and 3-4 other members to look at this. There would also be a session with Kate Willard from the Towns Fund in December looking at development of the Board.

The Sub-Group would then come back to a future Board meeting with their recommendations. It was suggested that there could be an Executive Board that met regularly with regular wider Board meetings - but they would need to complement each other.

Boston Social Change Survey - LS to send the questionnaire out to Board members for completion.

Communications - would be an agenda item for the next meeting.

11 Date of Next Meeting - 17 December 2021

Project log

Project name:	Boston Town Deal Board
Project lead:	Michelle Sacks

Sub group meeting 11/11/21 – NK, CF, SD, RB, LS, SW, DF, PG, AS, JB

To discuss process for approving remaining 3 business cases and Board membership as we move from approval to delivery to ensure correct skill set.

Key comments from meeting

- Centre for food and fresh produce logistics presentation was helpful in the decision making process for approving the business case. This should be incorporated prior to a Board meeting for future business cases.
- Separate Boards required for Boston train station and Mayflower/Leisure.
- Council decision making process for Leisure:
Boston Town Area Committee – 2/12/21
Overview and Scrutiny – 7/12/21
Cabinet – 8/12/21
Full Council – 16/12/21
Consultants being appointed imminently for leisure project.
- All remaining business cases to be submitted by 4th March 2022 and will need to be approved by Full Council, Section 151 Officer and Town Deal Board prior to this.
- Due to tight time scales, once business cases have been agreed by Town Deal Board any final changes should be in consultation with chair and vice chair and in respect of Full Council any changes will need a delegation so seek to approve by Chair of the Board and Leader of the Council.
- Suggestion to record presentation for the Board members not on the sub group.
- Business cases need dual sign off by Section 151 Officer who will be attending the Town Deal Board meetings in the future and Town Deal Board Chair.
- Meeting with Section 151 Officer arranged 25/11/21
- Investment sub group suggested with a core group of 6 members and then a general invite to other Board members to review the 5 case business model for each project with presentation from project sponsors and experts to answer any queries. Rather than project sponsors attending the Board where there may be a conflict of interest.
- Having the same 6 core members will ensure consistency of questions asked of the project sponsors.
- Sub groups to be reviewed once the Town Deal Board becomes a delivery vehicle.
- Expertise required at delivery stage re construction and financial analysis etc. to keep within the budget envelope as well as communications professionals to work with Distract on accelerated funding projects and approved projects.
- Communications and consultation - ensure includes social value and conveys the ambition, benefits and outcomes that projects have/will achieve.
- Town Board membership to be reviewed. Proactive recruiting for new members with expertise in the delivery stage. Letters to go to existing members.
- Delivery of projects vital for future funding pots.

Sub group meeting 11/11/21 – NK, CF, SD, RB, LS, SW, DF, PG, AS, JB

Next Steps

- One investment sub group with meetings to be held a few days prior to main Board meetings to give time for reflection. Business cases to be presented at the sub group by project sponsors.
- Section 151 Officer to approve business cases by end of January.
- Delivery team to draw up a list of core members for the sub group with relevant skill set and arrange meetings in accordance with relevant deadlines.
- Letters to be issued to existing Board members to ascertain correct skill set moving forward for the main Board.
- Headhunt new Board members.
- Identify communications professionals from the Board members to work with Distract.
- Can we record the presentation at the sub group meeting?

Boston Town Deal meeting Chair and Vice Chair 25/11/21

Present CM, SK, LR, CF, NK, SW

Introductions

- Claire Foster - Principal of Boston College and Vice Chair of Town Deal Board
- Christine Marshall – Deputy Chief Executive (Corporate Development) and Section 151 Officer
- Sam Knowles – Assistant Director Finance and Deputy Section 151 Officer
- Lydia Rusling – Assistant Director Economic Growth with responsibility for 3 Town Deals
- Neil Kempster – Land and Development Director Chestnut Homes and Chair of Town Deal Board.
- Sharon Warner – Town Deal delivery team

The role of the local authority and Section 151 Officer

See link below for details of the role:

<https://townsfund.org.uk/blog-collection/working-together-on-project-assurance-and-signoff>

Key points

- Role is not to interfere with policy outcomes or projects.
- Role is fiduciary with strategic leadership to ensure there is VFM, risk management embedded and programme management.
- Accountable body
- Checks and balances. The gatekeeper.
- As projects move to delivery Section 151 Officer will be more involved.
- Future revenue implications to be considered. Who owns the assets?
- CM not proposing to attend all board meeting and unable to be embedded in the projects otherwise can't scrutinise.
- CM is the guardian of the agreement between project sponsors and funder and will need assurance that LR has resources in place to look after the money and outputs and outcomes.
- Town Deal Board has responsibility for delivering projects and monitoring outcomes.
- CM needs to know the implications for accountable body in cases of clawback.
- Grant agreement – CM would expect suitable legal advice to ensure risk transference. E.g. risk of overspend who does it sit with? Where there isn't risk transference need to be clear what the risk is. Risk management.
- CM critical friend support rather than solving the problems.

Process

- Series of reports to full council to set out where we are re FBCs. One before Xmas for FBCs completed and one in March for remaining FBCs.
- All capital expenditure to feature in the capital programme.

General

- Costs for projects will be challenging in the present environment.
- All projects have to follow council procurement rules which CM believes is tied into funding agreement. CM keen on frameworks.
- SK engaging with crown procurement services. Mindful of scale of the support.
- Internally there is an entire team focused on delivery which includes property expertise.
- Grant funding template received from legal advisors.
- Subsidy support commissioned.
- Weekly delivery team meetings are held and 1/4ly performance reporting.
- 4 business cases agreed, further 3 to be agreed in March.
- Communications with council delivery team will go through Lydia in the first instance.
- Council looking at assigning projects to senior leads within the council.

Next steps

- Set up meetings prior to Board meetings with this group to include agreeing draft agenda and governance.
- Skill set of Board in process of being reviewed.
- Resources in place for project and programme management.



Board Report - Agenda Item 6

Date: 17 December 2021

Title: Work Programme Update

1. Introduction

This report sets out progress in relation to individual projects. It should be read in conjunction with the programme gantt which has now been developed for the programme and which brings together the financial profile, risk register and key deliverables for each project.

2. Completed Full Business Cases (FBCs)

Healing the High Street, the Centre for Fresh Produce and Logistics, St Botolph's Library and Lighting and Blenkin Memorial Hall have all now been signed off following completion of their FBCs. The next stage of their implementation involves the agreement of a delivery plan for each project. This will involve the issuing of a funding agreement and the development of a process for collecting evidence of the outcomes arising from the activity undertaken by each project. It is anticipated that this process will have been completed by the end of January 2022.

3. Shodfriars

Whilst Shodfriars is ostensibly a sub-component of Healing the High Street, the project was nested within that larger project to ensure it remained on the agenda pending the confirmation of detailed plans with the owners. The ownership of the building has now transferred to a third party. An initial meeting has been held with the new owner who has appointed an architect to work with Heritage Lincolnshire and the Towns Fund secretariat to work through the drawdown of the funding for the restoration of the building. The next stage of the process will involve a final agreement on the uses of the building and a confirmation or re-negotiations of the outputs and funding draw down from within the larger envelope of Healing the High Street.

4. Boston Railway Station

This project is supported by a full programme team led by East Midlands Rail (EMR). It is progressing towards the completion of its FBC in March 2022. There are no major concerns associated with the delivery of the project at this stage. There are some sensitive issues to

navigate in terms of ensuring the listed building consents and rights of way issues associated with the project are effectively navigated but these are all scoped and managed within the programme process which is being led by EMR.

5. Mayflower and Leisure

The final identification of the costings for the commissioning of a new swimming pool arrangement to satisfactorily replace the current facilities at the Geoff Moulder site has introduced major challenges in relation to these two inter-woven projects. The likely cost of the new leisure facility is £22 million and there is only £5 million currently available. This means it is not possible for the council to proceed as originally hoped. A plan B is currently being worked up focused on the refurbishment of the present Geoff Moulder Leisure Centre. This strategy will have a major knock on impact on the Mayflower project. The plan was to build the new leisure facility on the Ingelow Manor site and hand over the current Geoff Moulder Centre to the college on which the Mayflower centre would then be developed. This is not now possible and the college therefore is actively considering a new site strategy for Mayflower. The most straightforward response is to locate Mayflower on the Ingelow Manor site which is in college ownership. This will require a process of re-design and development which is currently being considered.

 **BOSTON
TOWN DEAL**

Board Report - Agenda Item 8

Date: 17 December 2021

Title: Financial Report Including Allocation of 5% Funding

1. Introduction

This report sets out an overview of the current financial position in relation to the Towns Fund. It seeks confirmation of the strategy for allocating the 5% advance which has been received to support individual projects. It also reminds members of the overall financial allocation of funding across the Towns Fund project portfolio. It should be read in conjunction with the programme gantt which has now been developed for the programme and which brings together the financial profile, risk register and key deliverables for each project.

2. Allocation

A straight line allocation of the funding available to each project from the 5% advance would be as set out below:

Project	Sum £
Leisure	121,225
Mayflower	495,000
St Botolph's Library and Lighting	11,385
Centre for Food and Logistics	103,275
Blenkin Memorial Hall	40,095
Healing High St	189,250
Boston Station	124,027
Management Fee	10,700
Total	1,904,957

Full funding has already been released by Department for Levelling Up Housing and Communities:

Blenkin Memorial Hall, St Botolph's Library and Lighting

It is anticipated that year one funding for Healing the High Street and the Centre for Food and Logistics will be received in January 2022.

In view of this progress it is possible to allocate the full 5% to the remaining projects namely:

- Leisure
- Mayflower
- Boston Station

It is proposed that the full allocation of these sums be agreed with delegated responsibility to deploy the funding being provided to the Town Fund Secretariat.